



**United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General**

Inspection of Embassy Dublin, Ireland



Embassy Dublin's noncareer Ambassador and seasoned deputy chief of mission had led embassy staff through a period of management changes designed to bring the local compensation scheme into compliance with the Irish social security system.

Interagency relations, while professional and productive, would have benefited from greater transparency and inclusiveness on the part of post management. Embassy Dublin had not utilized fully the National Security Decision Directive-38 process to require other federal agencies to contribute to the cost of security and administrative support for new positions and the need to comply with Chief of Mission mission-wide policies.

The success of American, British, and Irish diplomacy in bringing peace to Northern Ireland had enabled Embassy Dublin to shift resources to other key objectives such as seeking Irish Government support for U.S. approaches to the European Union.

Most public diplomacy programs were well-managed, but communication needed to be improved among the Embassy, the Bureau of Educational and Cultural Affairs, and the U.S.-Ireland Fulbright Commission.

The Embassy was providing efficient, customer-focused consular services to a steadily increasing number of U.S. residents and a changing visa demographic. The consular section needed to streamline behind-the-scene operations.

Embassy Dublin needed to require a resolution of the status of locally hired Americans employed at the Department of Homeland Security facilities in Shannon and Dublin airports before allowing the expansion of preinspection operations.

The Embassy's internal management controls in both the consular and management sections were not being applied in accordance with Department procedures and required greater attention from post management.

OIG Report ISP-I-09-07A, Inspection of Embassy Dublin, Ireland

The fieldwork for this report was conducted by the Office of Inspections in Dublin between May 22 and June 18, 2008. This is an unclassified summary of a full report, which receives limited official distribution. Both the report summary and the full report reflect the conditions reviewed during the fieldwork. Freedom of Information Act (FOIA) requests for full reports may be made at <http://oig.state.gov/foia/>.